



# **EXCELLERATOR**

## **Performance Management System**

Maryland Port Administration  
Quarterly Report  
April 2017





# A Message From the Governor



“Our administration is committed to developing innovative solutions that deliver what Marylanders want – an affordable and reliable transportation system. By implementing a comprehensive program of accountability and continual improvements, we will deliver a better transportation system for the citizens of Maryland.”

“This is another step our administration is taking to Change Maryland for the Better!”

– **Larry Hogan**, *Governor*



The Maryland Department of Transportation and its Transportation Business Units proudly present the official mission statement.



## MISSION STATEMENT

**“The Maryland Department of Transportation is a customer-driven leader that delivers safe, sustainable, intelligent, and exceptional transportation solutions in order to connect our customers to life’s opportunities.”**

# A Message From the Secretary

My Fellow Marylanders,

I am proud that the Maryland Department of Transportation Excellerator Performance Management System is in its second year. We have made great strides in developing and implementing performance measures, refining strategies and focusing on delivering results for our customers.

Over the past year, we have created more than 150 individual performance measures that touch every aspect of our business throughout the organization. Whether we are building and maintaining our roads and bridges, running safe and efficient bus and rail systems, operating an international port and airport or improving the vehicle and driver registration process for Marylanders, we stand strong in our commitment and responsibility to deliver the best transportation products and services for our customers.

Every quarter we review our progress and share our results online for public inspection and within the organization through a live stream of our quarterly review meeting.

This allows all 11,000 MDOT employees the opportunity to see the impact of the work they do each day and how they contribute to running a safe and secure transportation system.


Most importantly, we are delivering results. As we respond faster to customer inquiries, become increasingly efficient in using our resources wisely and provide a stronger foundation for economic development for the state, we will continue to deliver exceptional customer service and create more value for those who live and travel throughout Maryland.

I invite you to continue to review our MDOT Excellerator program as we continue down the path of constant progress towards outstanding results.



**Pete K. Rahn**  
*Secretary*





*"The Maryland Port Administration (MPA) was established to increase the flow of waterborne commerce through the State of Maryland in a manner that benefits the citizens of the State."*



# A Message From the Administrator

Dear Valued Customer,

I am pleased to present the Maryland Department of Transportation's Maryland Port Administration (MPA) Tangible Results for the Excellerator Performance Management System. Governor Larry Hogan and Maryland Transportation Secretary Pete Rahn both believe passionately in providing nothing less than exceptional service to customers. The MPA has ALWAYS placed the highest emphasis on delivering outstanding service to our maritime customers. Now with the Excellerator's Tangible Results, we have a formal and evolving performance initiative to better measure how we are doing.

Using specific performance measures created with the sole idea of offering the very best customer service possible, we will be able to ensure that Maryland citizens as well as worldwide customers of the Port of Baltimore receive extraordinary service in-person, or by phone, electronic, or written communications to their inquiries or issues. More than that, people will visibly see the difference when comparing MPA services to those at port authorities in other states.

Each quarter we will update and publish the results to each of these measures. Doing so will inform you on how we are doing and how we continuously push the MPA!

We look forward to sharing these results with you on a regular basis. Even more importantly, we are very happy to use these measures as a way to give you the best customer service you deserve.



**Jim White**  
*MPA Administrator*



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*Please refer to the MDOT wide Quarterly Performance Management Report  
for more performance measures for each of the 10 Tangible Results across all of the Transportation Business Units.*



# Performance Measures Index



## Tangible Results

## Frequency Driver

<b>Tangible Result # 1: Provide Exceptional Customer Service</b>			<b>Leslie Dews, MVA</b>
MPA 1.1	Cruise Line Survey's "Terminal Experience" Results	Annually (Oct.)	Rick Powers, MPA
<b>Tangible Result # 2: Use Resources Wisely</b>			<b>Corey Stottlemeyer, TSO</b>
MPA 2.1	Placement Capacity Remaining for Harbor Dredged Material	Annually (Oct.)	Chris Correale, MPA
MPA 2.2	Placement Capacity Remaining for Bay Dredged Material	Annually (Jan.)	Chris Correale, MPA
<b>Tangible Result # 4: Deliver Transportation Solutions and Services of Great Value</b>			<b>Jason Ridgway, SHA</b>
MPA 4.1	Operating Expenses per General Cargo Tonnage (Trend)	Annually (Oct.)	Wonza Spann-Nicholas, MPA
<b>Tangible Result # 5: Provide An Efficient, Well Connected Transportation Experience</b>			<b>Phil Sullivan, MTA</b>
MPA 5.1	Cruise Business - Number of Cruises and Number of Port of Calls	Annually (Oct.)	Rick Powers, MPA
MPA 5.2	Market Share: Mid-Atlantic International Cruise Market Share	Quarterly	Rick Powers, MPA
<b>Tangible Result # 10: Facilitate Economic Opportunity in Maryland</b>			<b>Jim Dwyer, MPA</b>
MPA 10.1	Annual Journal of Commerce (JOC) Efficiency Rankings, Global Ports	Annually	Dave Thomas, MPA

## TANGIBLE RESULT #1

# Provide Exceptional Customer Service



Every MDOT employee is responsible for delivering exceptional customer service by providing our customers with respectful, timely and knowledgeable responses to all inquiries and interactions.

### RESULT DRIVER:

Leslie Dews

*Motor Vehicle Administration (MVA)*

# Provide Exceptional Customer Service

## **TBU COORDINATOR:**

Jim Dwyer

*Maryland Port Administration (MPA)*

## **PERFORMANCE MEASURE DRIVER:**

Rick Powers

*Maryland Port Administration (MPA)*

## **PURPOSE OF MEASURE:**

To ensure the MPA is offering good, consistent overall customer experience in the Cruise Terminal.

## **FREQUENCY:**

Quarterly

## **DATA COLLECTION METHODOLOGY:**

Based on surveys conducted by Cruise lines.

## **NATIONAL BENCHMARK:**

Carnival's target rating is 8 out of 10. Royal's target rating ranges between 85.5 and 92.5 out of 100, depending on season and embark/debark. The average 2016 target rating is 89.6 for embarking and 86.6 for debarking passengers.

## **PERFORMANCE MEASURE MPA 1.1**

### **Cruise Line Survey's "Terminal Experience", Results**

Both cruise lines with home ports in Baltimore conduct passenger surveys on each cruise. The surveys are paper surveys given to each passenger on the last day of the voyage and collected as the passengers depart. Only a limited number of questions are concerned with the embark and debark operations. The questions are general such as "overall experience in the terminal" during embark and debark operations. This rating is important, because the cruise business relies upon return customers.

Carnival had 49 cruises in 2016, and passengers rate their experience in the Cruise Maryland Terminal on a scale of one to ten. Carnival's average ratings were 7.7 for Embark, and 7.8 for Debark. These are below the preferred benchmark of 8.0 due in large part to: hurricane caused itinerary changes; ship's late arrival causing incoming passengers to be turned away until the parking lot emptied and became available for new arrivals; and the passenger boarding bridge was damaged and knocked out of service due a mishap with the Carnival Pride, which forced passengers to board the ship through the lower deck.

# Provide Exceptional Customer Service

## PERFORMANCE MEASURE MPA 1.1

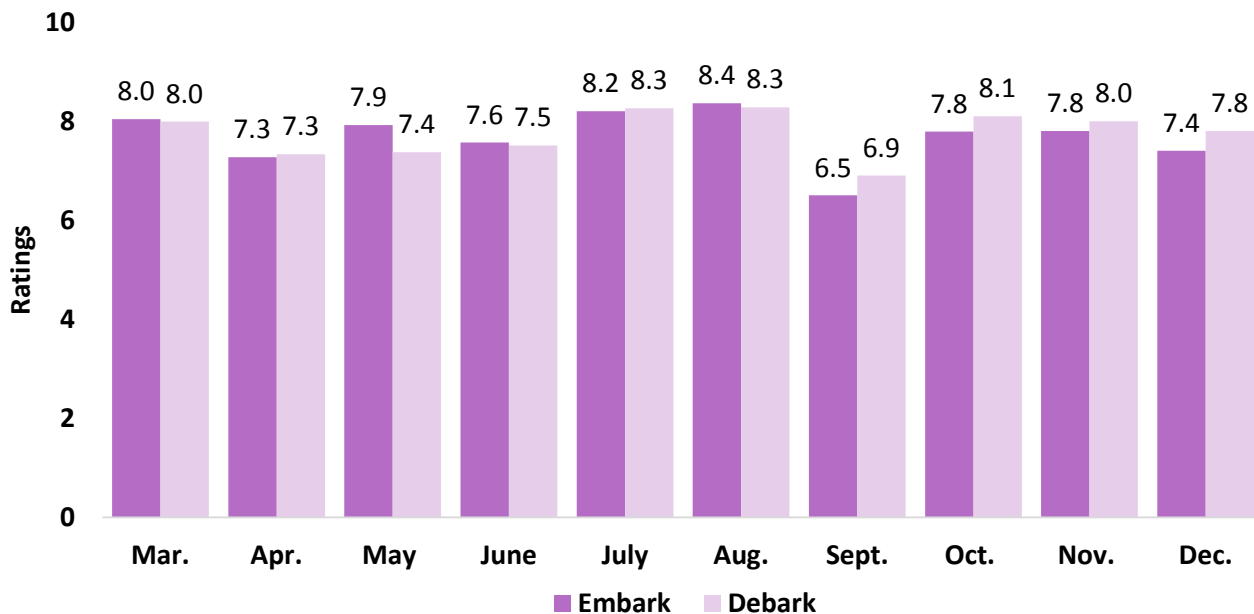
### Cruise Line Survey's "Terminal Experience", Results

As shown below, Royal Caribbean Cruise Line's passengers rated their "Terminal experience" generally favorable with an average for 2016 of above 90 out of 100. The first quarter of 2016 included the "Jonas Blizzard" which hit the region with record breaking snow accumulation; this required extraordinary efforts at the terminal to satisfy passengers' needs. The second quarter's ratings are higher without the effects of the storm. However, in late September power was lost at the terminal, and in October, a ship had to depart early due to a hurricane.

In addition to unavoidable schedule changes and issues noted above, the terminal also suffered the loss of its state of the art, temperature controlled boarding bridge. It is an inconvenience to the passengers and due to the different clientele on the Royal vessels the passengers have made this "inconvenience" known.

It is important for the MPA to know how the passengers perceive the facilities. The data for this TR guides MDTA to know what facilities and process need to improve. The Cruise Maryland Terminal recently completed several interior renovation projects, and construction recently began for exterior improvements to the terminal and vehicular circulation, which will enhance passenger's experience. A new boarding bridge became operational in early 2017.

**Chart MPA 1.1A.1: Carnival Cruise Line Passenger Embark/Debark  
Average Monthly Survey Ratings, 2016, (Rating 0 to 10)**



Carnival had 49 cruises in 2016.

Carnival's average rating (0-10): Embark = 7.7; Debark = 7.8.

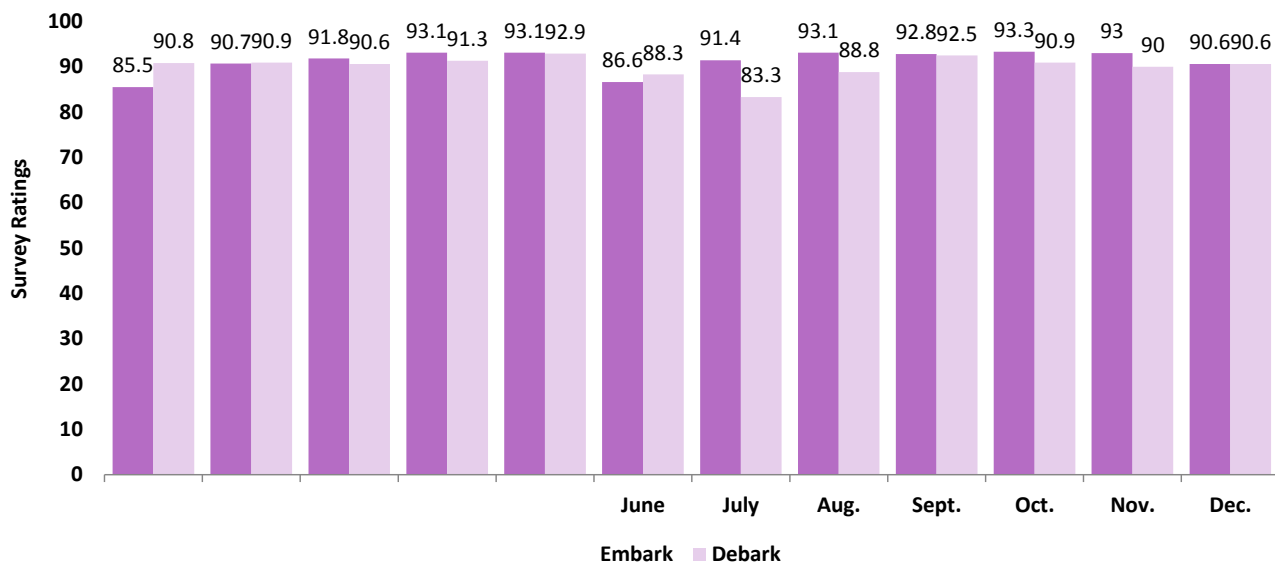


# Provide Exceptional Customer Service

## PERFORMANCE MEASURE MPA 1.1

### Cruise Line Survey's "Terminal Experience", Results

Chart MPA 1.1B.1: Royal Caribbean Cruise Line Passenger Embark/Debark Survey Ratings, 2016, (Rating 0 to 100)



Royal had 45 cruises in 2016.

Royal's average ratings (0-100): Embark = 91.3; Debark = 90.1.

## TANGIBLE RESULT #2

# Use Resources Wisely



MDOT receives resources from our customers and they expect products and services in return. To better serve our customers, MDOT must maximize the value of every dollar we spend.

### RESULT DRIVER:

Corey Stottlemeyer

*The Secretary's Office (TSO)*

**TBU COORDINATOR:**

Jim Dwyer

Maryland Port Administration (MPA)

**PERFORMANCE MEASURE DRIVER:**

Chris Correale

Maryland Port Administration (MPA)

**PURPOSE OF MEASURE:**

To ensure adequate dredged material placement capacity is available to maintain Harbor shipping channels.

**FREQUENCY:**

Annually (in October)

**DATA COLLECTION METHODOLOGY:**

Data is collected, analyzed and reported by MPA.

**NATIONAL BENCHMARK:**

Maintain 20-Year Program

**PERFORMANCE MEASURE MPA 2.1**

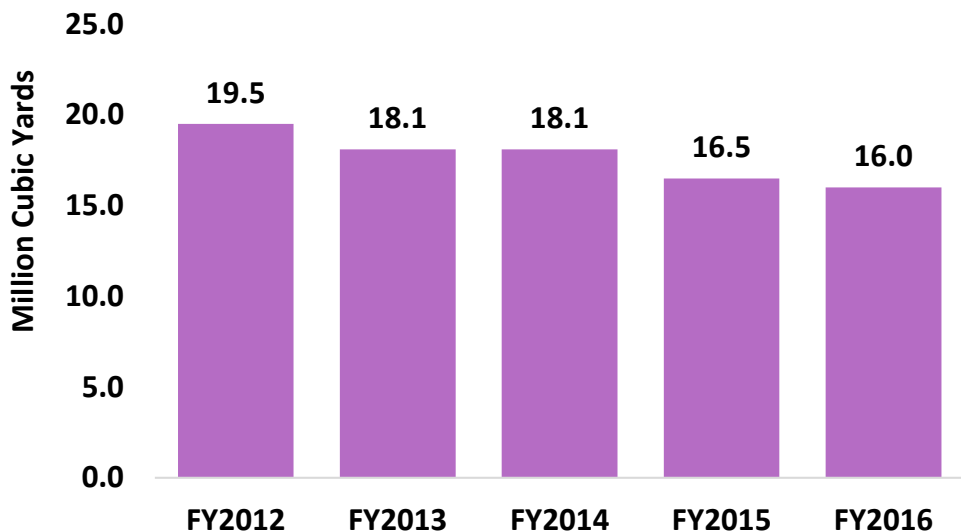
## Placement Capacity Remaining for Harbor Dredged Material

Keeping the Port's channels dredged deep and wide allows efficient movement of ocean freighters. The amount of dredged material placement capacity available is an indication of the longevity of the sites used to hold the sediment removed from the Harbor shipping channels. Average annual planning volumes of sediment dredged to keep Harbor channels open for business is 1.5 million cubic yards (mcy).

Although several years of capacity remain, design is underway to expand MPA's Cox Creek dredged material containment facility to provide an additional 12.5 mcy of capacity. This is because of the long process needed to make a placement site operational.

Additional information can be found in the MDOT Annual Attainment Report: [www.mdot.maryland.gov/AR](http://www.mdot.maryland.gov/AR).

**Chart 2.1.1: Placement Capacity Remaining for Harbor Dredged Material, FY2012-FY 2016**



**TBU COORDINATOR:**

Jim Dwyer

Maryland Port Administration (MPA)

**PERFORMANCE MEASURE DRIVER:**

Chris Correale

Maryland Port Administration (MPA)

**PURPOSE OF MEASURE:**

To ensure adequate dredged material placement capacity is available to maintain Maryland Bay shipping channels and the approach channels to the Chesapeake and Delaware Canal.

**FREQUENCY:**

Annually (in October)

**DATA COLLECTION METHODOLOGY:**

Data is collected, analyzed and reported by MPA and the U.S. Army Corps of Engineers.

**NATIONAL BENCHMARK:**

Maintain 20-Year Program.

**PERFORMANCE MEASURE MPA 2.2**

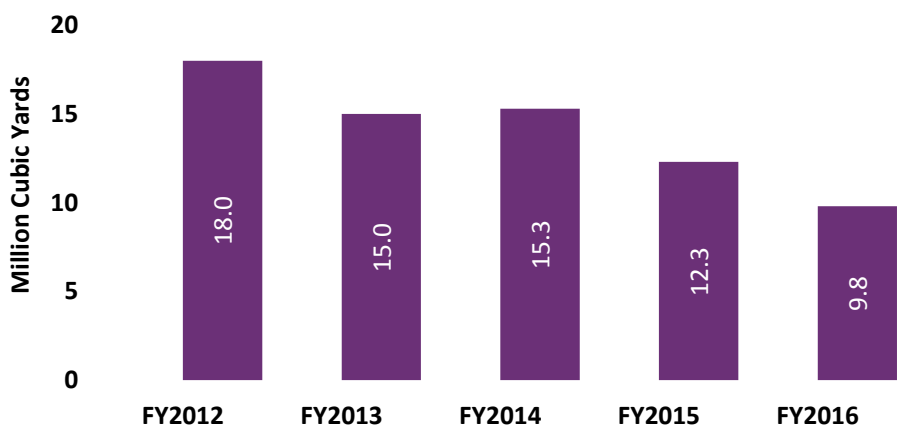
## Placement Capacity Remaining for Bay Dredged Material

The remaining dredged material placement capacity is critical to maintenance of the 50-foot deep Maryland Bay channels to the Port and the 35-foot deep approach channels to the Chesapeake and Delaware Canal. It is also an indicator of when to plan for future capacity.

Average annual planning volumes are 2.0 million cubic yards (mcy) for the 50-foot channels and 1.2 mcy for the 35-foot channels. Since the graph shows only a few years of remaining capacity, contracts have been advertised to expand the Poplar Island Ecosystem Restoration project, which will provide an additional 28 mcy of capacity. Also, a site liner and water line, pre-cursors to reopening the Pearce Creek dredged material containment facility for the C&D Canal approach channel material, are under construction. Pearce Creek will add 25 mcy of capacity for the Chesapeake and Delaware Approach channels.

Additional information can be found in the MDOT Annual Attainment Report: [www.mdot.maryland.gov/AR](http://www.mdot.maryland.gov/AR).

**Chart 2.2.1: Placement Capacity Remaining for Bay Dredged Material, FY 2012-FY2016**





## PERFORMANCE MEASURE MPA 2.2

### Placement Capacity Remaining for Bay Dredged Material



## TANGIBLE RESULT #4

# Deliver Transportation Solutions and Services of Great Value



MDOT will deliver transportation solutions on time and within budget. We will use strategies to ensure that the transportation solution meets the needs of our customers and eliminates unnecessary costs.

### RESULT DRIVER:

Jason Ridgway

*State Highway Administration (SHA)*

# Deliver Transportation Solutions and Services of Great Value

## TBU COORDINATOR:

Jim Dwyer

Maryland Port Administration (MPA)

## PERFORMANCE MEASURE DRIVER:

Wonza Spann-Nicholas

Maryland Port Administration (MPA)

## PURPOSE OF MEASURE:

To review trends in operational efficiency.

## FREQUENCY:

Annually (in October)

## DATA COLLECTION METHODOLOGY:

FMIS is the official record for authorized expenses. General cargo data is traced in BRASS. MPA's Division of Finance tracks expenditure and cargo data.

## NATIONAL BENCHMARK:

N/A

## PERFORMANCE MEASURE MPA 4.1

### Operating Expenses per General Cargo Tonnage

An important MPA objective is to operate its terminals and non-terminal operations efficiently. The ratio of operating expenses per ton of general cargo is used to determine, evaluate and track the MPA's operational and administrative efficiency.

In FY 2010, the MPA entered a 50-year Public-Private Partnership (P3) lease agreement with Ports of America to operate the Seagirt Marine Terminal. As a result, the operating expenses per ton of general cargo decreased from its highest level of \$8.87 to \$5.52 in FY2011. During the 2009 Great Recession, the general cargo tonnage dipped to 7.8 million tons. However, by FY 2016 the general cargo volume increased to a record fiscal year high of 9.8 million tons or 22%, reflecting a steady ratio trending less than \$5.00 per operating expense per ton. The following chart provides a historical 10-year trend.

A decreasing Expense per Ton ratio indicates that the MPA continues to provide transportation services of great value. As MPA's tonnage grows and operational efficiencies continue, the ratio will continue to decrease.

**Chart MPA 4.1.1: Operating Expense per Ton of General Cargo, 2007-2016**



## TANGIBLE RESULT #5

# Provide an Efficient, Well-Connected Transportation Experience



MDOT will provide an easy, reliable transportation experience throughout the system. This includes good connections and world class transportation facilities and services.

### RESULT DRIVER:

Phil Sullivan

*Maryland Transit Administration (MTA)*



# Provide an Efficient, Well-Connected Transportation Experience

## TBU COORDINATOR:

Jim Dwyer

Maryland Port Administration (MPA)

## PERFORMANCE MEASURE DRIVER:

Rick Powers

Maryland Port Administration (MPA)

## PURPOSE OF MEASURE:

To identify the number of home port and ports of call the POB has each year.

## FREQUENCY:

Annually (in October)

## DATA COLLECTION METHODOLOGY:

Data is available from MPA Brass system.

## NATIONAL BENCHMARK:

Maximize number of cruises and port calls.

## PERFORMANCE MEASURE MPA 5.1

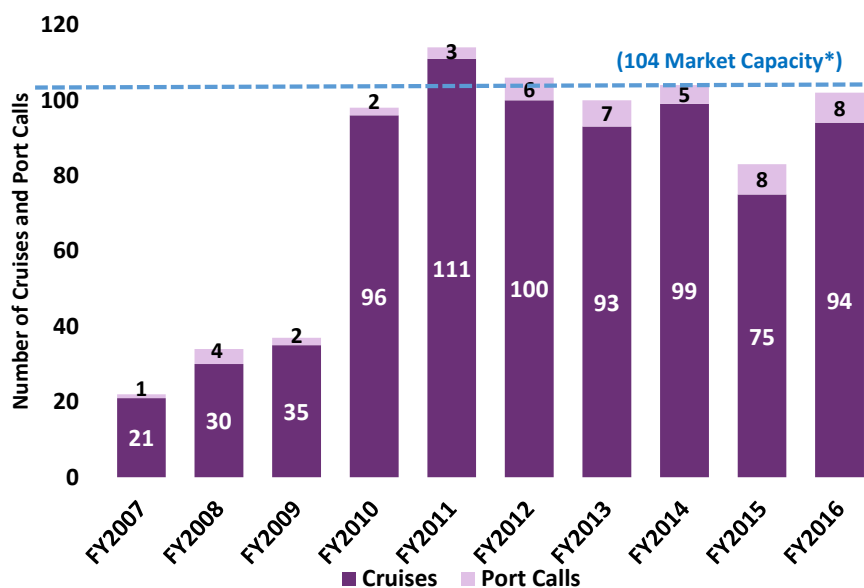
### Number of International Home Port Cruises and Port Calls at Baltimore

Baltimore currently has two home port cruise lines calling the Port for international cruises on a year-round basis. This is noteworthy because the cruise business generates considerable economic activity for the region. The terminal can handle one ship per day, and to increase its value, MPA also markets to cruise lines for ports calls. Port calls are usually one day visits by cruise lines with passengers who have embarked at another port. The vessels will have pre-arranged tour packages in and around Baltimore and Washington, DC. The passengers will return to the vessel and it will depart usually all within a 24-hour period.

Baltimore provides a convenient drive-to option for the Mid-Atlantic market, and offers about 90 cruises per year. There was a dip in cruises in FY2015, because a ship was taken out of service and renovated at a shipyard to install emission exhaust scrubbers.

Improvements have recently been made to the interior of Baltimore's cruise terminal, and exterior construction is now underway to enhance the cruise experience.

Chart 5.1.1: Port of Baltimore International Cruises and Port Calls, 2007-2016



\*Market capacity is based on two year-round cruise lines operating weekly cruises from a terminal with one ship berth.

# Provide an Efficient, Well-Connected Transportation Experience

## **TBU COORDINATOR:**

Jim Dwyer

*Maryland Port Administration (MPA)*

## **PERFORMANCE MEASURE DRIVER:**

Rick Powers

*Maryland Port Administration (MPA)*

## **PURPOSE OF MEASURE:**

To demonstrate how the cruise operation at the Port of Baltimore performs against the number of cruise ship arrivals at other mid-Atlantic ports.

## **FREQUENCY:**

Quarterly

## **DATA COLLECTION METHODOLOGY:**

Self-reporting by the various cruise terminals.

## **NATIONAL BENCHMARK:**

New York, NY; Bayonne, NJ; Norfolk, VA

## **PERFORMANCE MEASURE MPA 5.2**

### Market Share: Mid-Atlantic International Cruise Market Share

The Port of Baltimore is one of four mid-Atlantic ports that offer passenger cruise service to destinations including the Caribbean, Bahamas, and Bermuda. Baltimore's market share is compared to the ports of: New York, NY; Bayonne, NJ; and Norfolk, VA. Both Royal Caribbean and Carnival cruise lines offer diverse, year-round sailings from Baltimore; their level of activity is a sign of positive economic impact to the region. Over the past seven years, Baltimore's international cruise ship arrivals outperformed the market and increased from 22.5% to nearly 28%.

Baltimore's and NY's arrivals increased in 2016, while Norfolk declined and the Port Liberty Terminal in Bayonne, NJ was flat. Baltimore is second in the Mid-Atlantic, and its market share is on a positive trend. Located just 2.5 miles from Baltimore's Inner Harbor and 10 miles from BWI Marshall Airport, the Port of Baltimore is easily accessible to the Baltimore-Washington-Northern Virginia region, recognized as one of the most populated and affluent in the nation.

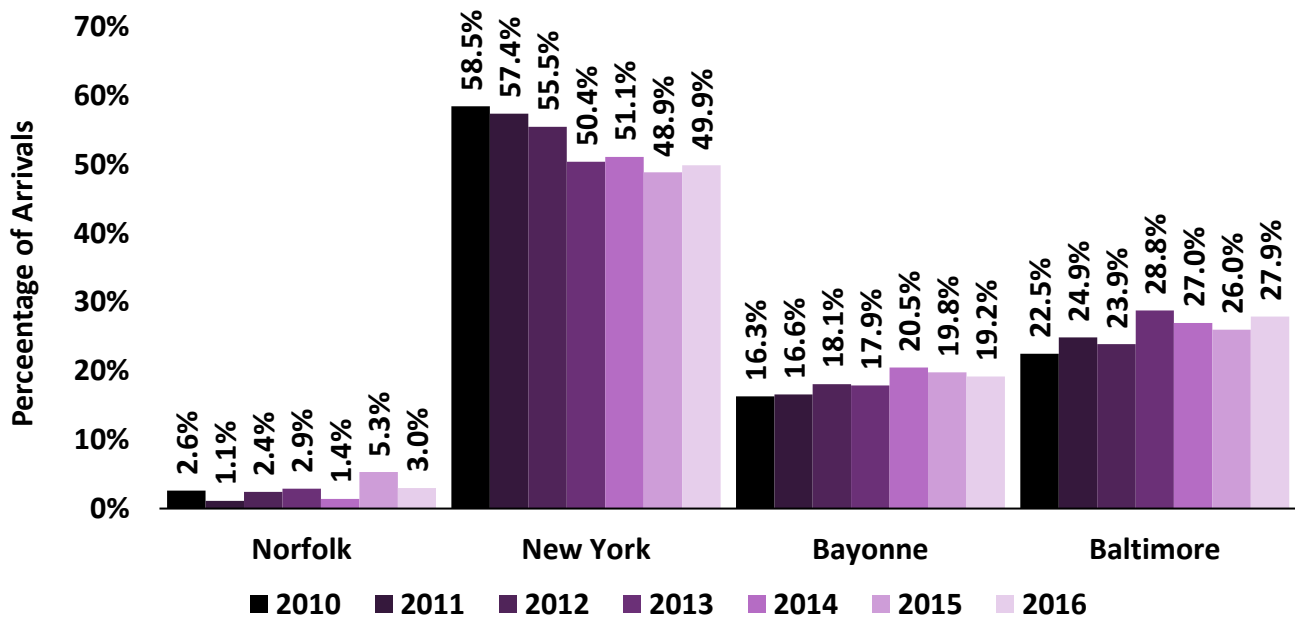
Strategies underway at Baltimore to attract additional cruise business and increase market share include: replace damaged gangway; new VIP lounge; install new PA and alarm system; A/C improvements to the breezeway; and exterior signage/circulation improvements.

# Provide an Efficient, Well-Connected Transportation Experience

## PERFORMANCE MEASURE MPA 5.2

### Market Share: Mid-Atlantic International Cruise Market Share

Chart MPA 5.2.1: Market Share, Mid-Atlantic International Cruise Ship Arrivals, 2010 -2016



## TANGIBLE RESULT #10

# Facilitate Economic Opportunity in Maryland



Maryland's transportation system is essential to the State's economy. An efficient transportation system provides a competitive advantage to businesses in a regional, national and global marketplace. Transportation directly impacts the viability of a region as a place where people want to live, work and raise families, all critical to attracting a competent workforce.

### RESULT DRIVER:

Jim Dwyer

*Maryland Port Administration (MPA)*



# Facilitate Economic Opportunity in Maryland

## TBU COORDINATOR:

Jim Dwyer

*Maryland Port Administration (MPA)*

## PERFORMANCE MEASURE DRIVER:

David Thomas

*Maryland Port Administration (MPA)*

## PURPOSE OF MEASURE:

To compare container berth productivity to other regional and national ports.

## FREQUENCY:

Annually

## DATA COLLECTION METHODOLOGY:

Data metrics are developed, collected, analyzed and reported by a third party (JOC).

## NATIONAL BENCHMARK:

Container Port Rankings, USA

## PERFORMANCE MEASURE MPA 10.1

### Journal of Commerce (JOC) Port Productivity National Ranking

This performance measure is significant because The Journal of Commerce (JOC) is recognized as an industry leader reporting on global trade via a bi-weekly publication as well as moderating numerous trade conferences covering current transportation trends. The JOC reports on topics such as international logistics, domestic freight transportation, trucking, rail, governmental trade policy and U.S. Federal regulations. In 2012, JOC initiated a vessel berth productivity metric to measure how productive U.S. ports are by comparison nationally as well as internationally.

There are 483 ports and 771 terminals that are measured each year. JOC reported that annually over 125,000 vessel calls are measured. The berth productivity metric is defined as the total container moves on and off the vessel per hour from the time the vessel is first moored to the terminal berth until the time the vessel is unmoored and sails from the berth.

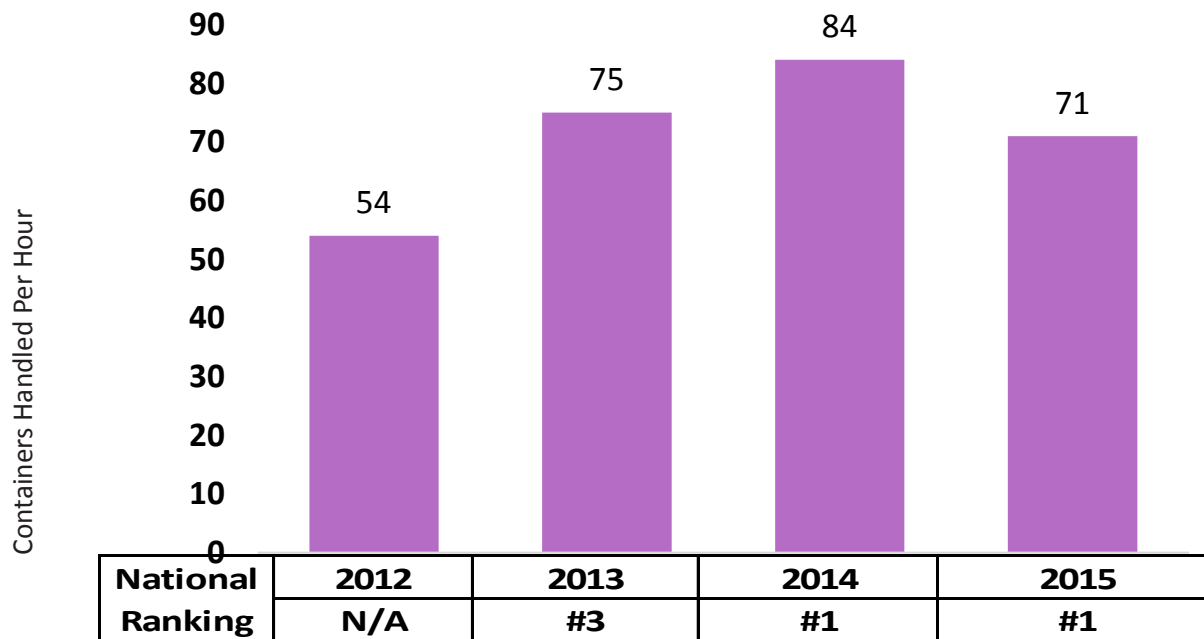
Based on the criteria developed by the JOC, an independent third party, the Port of Baltimore remains ranked as the #1 port in the nation for berth productivity.

The MDOT Port Administration closely monitors vessel productivity and works with the terminal operator to keep operations efficient. This includes an on-going training program for crane operators and other skilled labor, a preventative and corrective maintenance program for the container handling equipment and collaborative vessel planning between the stevedore, vessel owners and labor to ensure productivity standards are achieved.

## PERFORMANCE MEASURE MPA 10.1

### Journal of Commerce (JOC) Port Productivity National Ranking

Chart 10.1: Number of Vessel Containers Handled per Berth-Hour



**All Electronic Tolling (AET)** – Collection of tolls at highway speeds using *E-ZPass* transponders or video tolling; no toll booths or cash collection.

**Annual Attainment Report on Transportation System Performance** – Pursuant to Transportation Article Section 2-103.1 of the Annotated Code of Maryland, the State is required to develop or update an annual performance report on the attainment of transportation goals and benchmarks in the Maryland Transportation Plan (MTP) and Consolidated Transportation Program (CTP). The Attainment Report must be presented annually to the Governor and General Assembly before they may consider the MTP and CTP.

**Calendar Year (CY)** – The period of 12 months beginning January 1 and ending December 31 of each reporting year.

**Coordinated Highways Action Response Team (CHART)** – CHART is an incident management system aimed at improving real-time travel conditions on Maryland's highway system. CHART is a joint effort of the State Highway Administration, Maryland Transportation Authority and the Maryland State Police, in cooperation with other federal, state and local agencies.

**Consolidated Transportation Program (CTP)** – A six-year program of capital projects, which is updated annually to add new projects and reflect changes in financial commitments.

**Fiscal Year (FY)** – A yearly accounting period covering the time frame between July 1 and June 30 of each reporting year.

**MPA General Cargo** – Foreign and domestic waterborne general cargo handled at the public (MPA) terminals.

**Port of Baltimore Foreign Cargo** – International (Foreign) cargo handled at public and private terminals within the Baltimore Port District. This includes bulk cargo (e.g., coal, sugar, petroleum, ore, etc. shipped in bulk) and all general cargo (e.g., miscellaneous goods shipped in various packaging).

**MAA** – Maryland Aviation Administration operates Baltimore/Washington International Thurgood Marshall Airport (BWI Marshall) and Martin State Airport, a general aviation/reliever airport northeast of Baltimore.

**MDTA** – Maryland Transportation Authority operates and maintains the State's eight toll facilities.

**Mode** - Form of transportation used to move people or cargo (e.g., truck, rail, air).

**MPA** – Maryland Port Administration promotes the Port of Baltimore as a leading east coast hub for cargo and cruise activity.

**MTA** – Maryland Transit Administration provides Local Bus, Light Rail, Metro Rail, Paratransit services and regional services through commuter rail (MARC) and Commuter Bus, as well as grant funding and technical assistance.

**MVA** – Motor Vehicle Administration serves as the gateway to Maryland's transportation infrastructure, providing a host of services for drivers and vehicles, including registration, licensing and highway safety initiatives.

**SHA** – State Highway Administration manages the State's highway system which includes 17,117 lane miles of roads and 2,564 bridges

**TBU** – Transportation Business Unit

**TSO** – The Secretary's Office

**Vehicle Miles of Travel (VMT)** – A measurement of the total miles traveled by all vehicles.



**Boyd K. Rutherford**  
*Lt. Governor*



**Larry Hogan**  
*Governor*



**Pete K. Rahn**  
*Secretary of Transportation*

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and is available in alternative formats upon request.*

